The objective of the course is to understand how to manage and improve the performance of supply chains through better decision-making and coordination. The course will focus on the models, solution methods and strategies in the design, control, and operation of effective supply chains and the new opportunities, issues and concepts introduced by the Internet and e-Commerce.

A variety of teaching methods are used to achieve the objectives, including lectures, class discussions, analysis and presentation of critical cases and articles. This course emphasizes on students’ active participating role in the learning process.
COURSE MATERIALS

Reading Materials

Course Website: http://moodle.uncc.edu
- Course Notes: PowerPoint slides will be posted on Moodle. You will be expected to supplement this with your own notes taken in class.
- Grades: Grades on exams and assignments will be posted on Moodle. Please check that the grade posted matches the grade on your paper copy and notify the instructor as soon as possible in case of a discrepancy.

COURSE ASSESSMENT

The course grades will be based on two exams (individual performance), class participation (individual performance), one case presentation (group performance), one case report (group performance), and one final group project (group performance).

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Individual/Group</th>
<th>Due Date</th>
<th>% of Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>Individual</td>
<td>Ongoing</td>
<td>20%</td>
</tr>
<tr>
<td>Exam 1</td>
<td>Individual</td>
<td>10/2/2012</td>
<td>20%</td>
</tr>
<tr>
<td>Exam 2</td>
<td>Individual</td>
<td>11/27/2012</td>
<td>20%</td>
</tr>
<tr>
<td>Case Report</td>
<td>Group</td>
<td>See class schedule</td>
<td>10%</td>
</tr>
<tr>
<td>Case Presentation</td>
<td>Group</td>
<td>See class schedule</td>
<td>10%</td>
</tr>
<tr>
<td>Final Group Project Proposal</td>
<td>Group</td>
<td>11/13/2012</td>
<td>20%</td>
</tr>
<tr>
<td>Final Group Project</td>
<td>Group</td>
<td>12/11/2012</td>
<td>20%</td>
</tr>
</tbody>
</table>

Exams
The exams will be closed book unless otherwise announced. The two exams, Exam 1 (Oct. 2) and Exam 2 (Nov. 27), are NOT cumulative. There will be no makeup exams. Conflicts for the exams must be resolved before the exam dates. You should contact me at least two weeks prior to the exam date and let me know in writing. Last minute requests will not be accepted. The only reasons for not being able to sit for an examination in its announced time should be part of University policy, or a documented medical excuse. The penalty for a missed exam is a zero grade on that exam.
Peer Evaluations of Group Assignments
There will be peer evaluations of group assignments at the end of course. Grades of team assignments will be adjusted according to the consensus feedback from the peer evaluations.

“Re-grade” Requests
Any request to re-grade any component of your submissions (assignment or exam or project) has to be made within seven (7) days after the grade has been posted on the Moodle. Given the speed with which the course progresses, any request beyond this deadline cannot be considered. The only exception to this rule is a documented emergency. Write a brief note explaining why you think there is an error in grading. Attach a copy of the graded assignment. The instructor reserves the right to re-grade the entire contents of any submitted assignment. Your grade may go up or down.

Guidelines for Case Presentations
Each case will be presented by a Presenting Team. The Presenting Team will be required to email me your PowerPoint slides before 4:00pm on the presentation day. Problems with group dynamics are the group's responsibility (as they will be in your careers).

- Each case presentation is expected to last around 30 minutes. This excludes the time for questions, comments, and other participation from the class members. Questions may be asked at any time during or after the presentation.

- **Start Preparing Early**: Do not wait until the last few days before your presentation to prepare. Instead, prepare your presentation at least a week ahead of time.

- **Pay Attention to the Organization of Your Talk**: try to summarize early the key points in the case, provide details and elaborate later, then summarize at the end. Don’t feel you have to say everything in the case/article - you are trying to identify the important points for your audience.

- **Add Value**: A primary criterion of your presentation grade is based on how much added value and additional research we discern from your presentation. Identify the authors’ conclusions and/or point-of-view, (and any bias that you feel might be present), then take a position at the end. The audience wants to know what is in the case, but they also want to know what you think about what the case says. State what and why you liked, disliked, believed, or found difficult to believe, and your recommendations.

- During your case-presentation, you should give clear answers to the case discussion questions.

- Rehearse the presentation - Practice makes perfect.
Case Report
Case analyses should cover the following items:
- Clear and concise problem statement
- Enumeration of alternatives analysis and evaluation of alternatives
- Well-justified recommendations

The analysis and recommendations must be supported by case facts; assumptions must be reasonable and clearly stated. In preparing the case report, put yourself in the position of an analyst or consultant who is presenting the analysis and making recommendations to the manager.

Case write-ups must be no more than five pages (12-point font, 1inch margins on all sides, 1.5 line-spaced) in length, accompanied by three or fewer supporting exhibits if necessary.

Submit your case report on Moodle before class on the day the case will be discussed. Case analyses must be typed. Please keep a copy of your write-up for your own use during class discussion. Solutions to cases will not be distributed. Instead, we will rely on the class session associated with the assignment to bring out the most important issues.

The case reports will be graded based on the following dimensions:
- Proper diagnosis of the problem;
- Quality of the analysis (including clear statement of criteria for evaluation and assumptions, and the use of relevant tools);
- Quality of presentation (including logical consistency, and linkage between problem definition, analysis, and recommendations);
- Justification, completeness, and feasibility of the recommendations.

Class Participation

Each student is required to attend every class since learning will be through case analysis, presentation, and discussion. This is your contributions to create and enhance a positive learning environment for this course. Three or more unexcused absences constitute a failure grade of this course. Grading will be based on the quality and impact of your class participation. Voluntary class participation will consist of voluntary contributions and occasional cold calls, usually to answer opening questions. If you feel uncomfortable with being called on in class please let me know in advance so that we can agree on an alternative mode of interaction.

Please come to classes well prepared to enter the discussion - to ask questions and provide information that will further your, your peers’, and professor's understanding of the topic. Do not limit your role to that of student but expand it to include teacher, trainer, and friend. You should think of the classroom as laboratory in which you can test your ability to convince your colleagues of the correctness of your approach to complex problems and of your ability to achieve the desired results through the use of that approach. Note that there will be questions about the cases in the exams.
Laptops
Many students (and this professor) find the use of laptops during class to be distracting. Therefore, except when instructed by the professor, please refrain from using your laptop during class.

Discipline in class
I would expect you to behave professionally and respectfully at all times during the class. As with any other group activity, be acutely aware that your actions in class can have negative externalities that can collectively affect the performance of the entire group. Please refrain from the use of cell phones, text messaging, email, reading the newspaper, etc. during class. Participation scores may be adjusted for students who consistently display unprofessional behavior.

FINAL PROJECT GUIDELINES
The objective of the project is to apply what you have learned in class to industries and practices of your own choosing or explore more topics related to e-commerce and supply chain management. There are three options for your final project:

1. Case study: Choose an organization and analyze its supply chain strategies and practices.
2. Comparative study: Identify two organizations competing in the same industry (or closely related industries) that have different supply chain strategies you can compare and contrast.
3. Other topics: Explore topics that are not covered in the syllabus.

Each team will present your findings to one another on the final exam date (Dec. 11th). Your final report (one per group) should be turned in at the beginning of class on Dec. 11th. In addition, a 1-page project proposal (one per group) should be turned in (hard copy) before the beginning of class on Nov. 13th with the following items:
- Group members (with emails listed)
- Project title
- Project type (case, comparative study, or other topics)
- Description
- Plan (bullet points outlining how you will complete the project by the due date)

The final project report should follow the guidelines below:
- 12 point font, 1 inch margins on all sides, line spacing of 1.5
- No more than 8 pages (including references, figures, and appendices)

Option 1: Case Study
Choose an organization and analyze its supply chain strategy and practice. The organization can be one you know well or one that you would like to learn more about. When choosing a
company (or operating unit) to study please think about how you will access data in order to evaluate the company’s supply chain strategy. When you complete your analyses you can draw upon secondary data (e.g., company annual reports, analyst reports, articles from the press) and primary data (e.g., interviews, personal experience with the company). You may select a company that we have studied in class, but if you do this you must examine an issue (or issues) different from what we examined in class. Please remember that the best studies offer not only compelling reasoning, but also facts to support those opinions.

The case study should consist of the following two parts:
1. Background about the organization:
   a. A description of the company (or operating unit) and its competitive environment
   b. Brief historical information if applicable
   c. A description of the company’s existing supply chain strategy and practice
   d. An overview of the company’s supply chain objectives and challenges

2. Analysis and Recommendation (This part should center on the supply chain objectives and challenges identified in part 1)
   a. An evaluation of the company’s supply chain strategy and practice by drawing on the concepts covered in the course
   b. Identify strengths and weaknesses in the company’s supply chain strategy and practice
   c. A recommendation for improvement (this could involve several options to tackle the weaknesses or challenges the company faces in managing its supply chain)
   d. Discuss how the company will implement this improvement plan (i.e., how the company will build the necessary supply chain capabilities)

Option 2: Comparative Study

Identify two organizations competing in the same industry (or closely related industries) that have different supply chain strategies and practices you can compare and contrast. The organizations can be ones you know well or ones that you would like to learn more about. When choosing companies (or operating units) to study please think about how you will access data in order to evaluate the companies’ supply chain strategies. When you complete your analyses you can draw upon secondary data (e.g., company annual reports, analyst reports, articles from the press) and primary data (e.g., interviews, personal experience with the company). You may select a company that we have studied in class, but if you do this you must examine an issue (or issues) different from what we examined in class. Please remember that the best studies offer not only compelling reasoning, but also facts to support those opinions.

The comparative study should consist of the following three parts:

1. Background about the industry
   a. A description of the industry and the major competitors
   b. Brief historical information if applicable
   c. Overview of industry trends on supply chain practices
2. Background about each organization:
   a. A description of the company (or an operating unit)
   b. Brief historical information if applicable
   c. A description of the company’s existing supply chain strategy and practice
   d. An overview of the company’s supply chain objectives and challenges

3. Analysis and Recommendation (This part should center on the supply chain objectives and challenges identified in part 2)
   a. A comparison of each company’s supply chain strategy and practice by drawing on the concepts covered in the course. You do not need to compare all dimensions, but rather focus on the aspects that are most relevant (e.g., different). Depth of analysis is preferred over a broad, but shallow paper.
   b. Contrast the strengths and weaknesses in each company’s supply chain strategy and practice.
   c. Make a recommendation on how the organizations may improve their supply chain practices in order to compete more effectively against each other (or in the market place).
   d. You may comment on how the companies may implement your improvement plan (i.e., how will the companies build the necessary supply chain capabilities). This part is not required.

Option 3: Other topics

Explore topics that are not covered in the syllabus. Example topics may include but are not limited to the following.
- Supply chain risk and disruption management
- Global dual sourcing
- Latest supply chain management strategy
- Sustainable supply chain management
- …..

ACADEMIC INTEGRITY

The UNC Charlotte Code of Student Academic Integrity governs the responsibility of students to maintain integrity in academic work, defines violations of the standards, describes procedures for handling alleged violations of the standards, and lists the applicable penalties. The following is a list of prohibited conduct in that Code as violating these standards: A) Cheating; B) Fabrication and Falsification; C) Multiple Submission; D) Plagiarism; E) Abuse of Academic Materials; and F) Complicity in Academic Dishonesty. For more detail and clarification on these items and on academic integrity, students are strongly advised to read the current UNCC undergraduate catalog.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Reading</th>
<th>Assignments</th>
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<tbody>
<tr>
<td></td>
<td>Aug. 21</td>
<td>Course Overview &amp; Introduction to Supply Chain Management</td>
<td>Ch1</td>
<td></td>
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<tr>
<td>2</td>
<td>Aug. 28</td>
<td>Demand Forecasting &amp; Inventory Management (Part 1)</td>
<td>Ch2</td>
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<td>3</td>
<td>Sept. 4</td>
<td><strong>Center city building closed- Class on Main Campus:</strong> Friday Building Room 117 Inventory Management (Part 2) &amp; Risk Pooling</td>
<td>Ch2</td>
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<td>4</td>
<td>Sept. 11</td>
<td>Supply Contracts 1\textsuperscript{st} Team Case Presentation: Sport Obermeyer</td>
<td>Ch4</td>
<td>1\textsuperscript{st} Case Report Due</td>
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<td>5</td>
<td>Sept. 18</td>
<td>Value of Information Case: Zara IT for Fast Fashion</td>
<td>Ch5</td>
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<td>6</td>
<td>Sept. 25</td>
<td>Supply Chain Integration 2\textsuperscript{nd} Team Case Presentation (two cases): Dell’s Virtual Integration &amp; Ford’s Supply Chain Strategy</td>
<td>Ch6</td>
<td>2\textsuperscript{nd} Case Report Due</td>
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<tr>
<td>7</td>
<td>Oct. 2</td>
<td>Exam 1</td>
<td></td>
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<tr>
<td>8</td>
<td>Oct. 9</td>
<td>Student Recess - No class</td>
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<td>9</td>
<td>Oct. 16</td>
<td>INFORMS Conference-No class</td>
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<td>10</td>
<td>Oct. 23</td>
<td>E-commerce and Distribution Strategies 3\textsuperscript{rd} Team Case Presentation: Barnes &amp; Noble vs. Amazon</td>
<td>Ch7</td>
<td>3\textsuperscript{rd} Team Case Report Due</td>
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<td>11</td>
<td>Oct. 30</td>
<td>Strategic Alliance &amp; Global Supply Chain Management</td>
<td>Ch8 &amp; Ch10</td>
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<td>12</td>
<td>Nov. 6</td>
<td>Procurement and Outsourcing Strategies 4\textsuperscript{th} Team Case Presentation: Lego Outsourcing Journey</td>
<td>Ch9</td>
<td>4\textsuperscript{th} Team Case Report Due</td>
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<tr>
<td>13</td>
<td>Nov. 13</td>
<td>Coordinated Product and Supply Chain Design</td>
<td>Ch11</td>
<td>Group Project Proposal Due (1 page)</td>
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<tr>
<td>14</td>
<td>Nov. 20</td>
<td>Customer Value &amp; Smart Pricing</td>
<td>Ch12 &amp; Ch13</td>
<td></td>
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<tr>
<td>15</td>
<td>Nov. 27</td>
<td>Exam 2 (non-cumulative)</td>
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<tr>
<td>16</td>
<td>Dec. 4</td>
<td><strong>Project-No class</strong></td>
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<tr>
<td>17</td>
<td>Dec. 11</td>
<td>Group Project Presentation</td>
<td></td>
<td>Final Group Project Due</td>
</tr>
</tbody>
</table>

**Note:**
- These descriptions and timelines are subject to change at the discretion of the instructor.
- Check the updated final exam schedule for fall 2012: [http://registrar.uncc.edu/calendars/exam.htm](http://registrar.uncc.edu/calendars/exam.htm)

The Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. Therefore, we celebrate diversity that includes, but is not limited to ability/disability, age, culture, ethnicity, gender, language, race, religion, sexual orientation, and socio-economic status.